

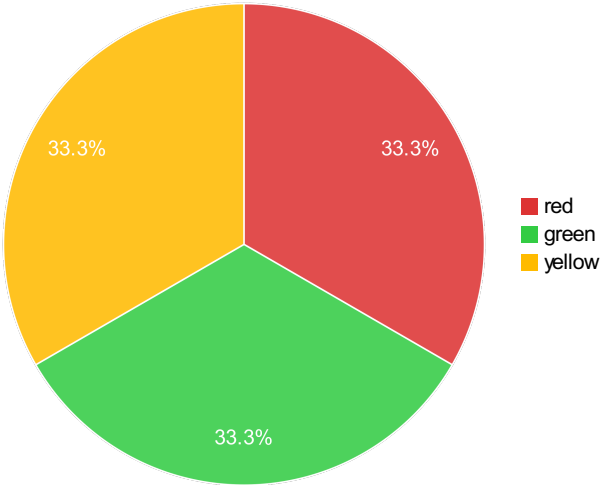
# **Governor's Office**

Annual Performance Progress Report

Reporting Year 2017

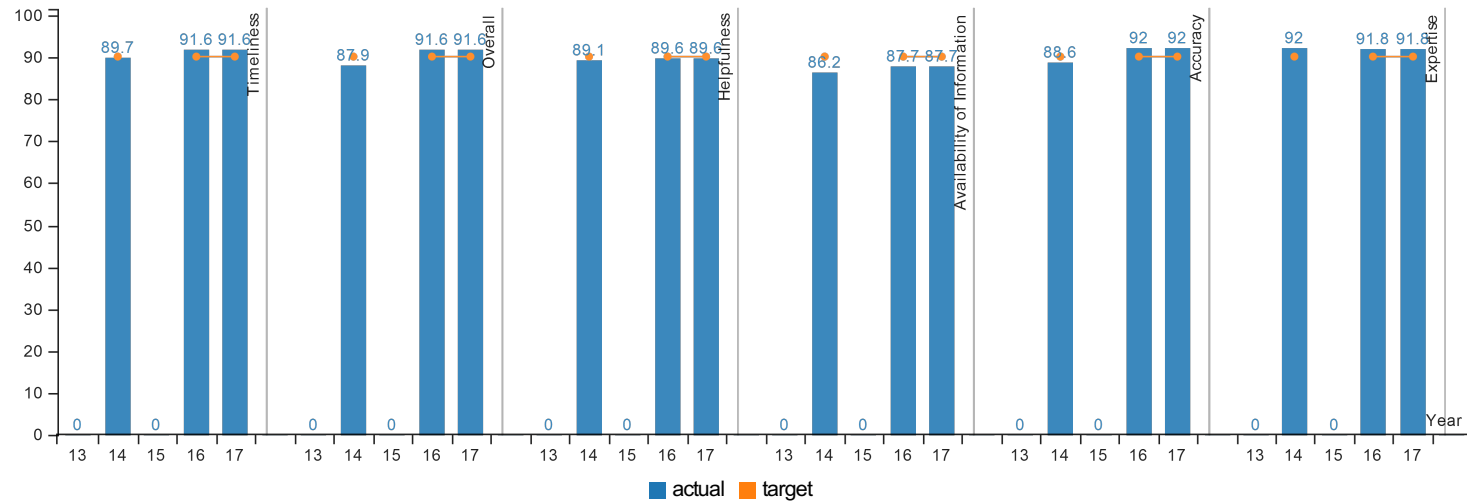
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| KPM # | Approved Key Performance Measures (KPMs)   |
|-------|--|
| 1     | Customer Satisfaction - Percent of participants (customers) who rate the Regional Solutions process very good to excellent.  |
| 2     | Percentage of State Contract Awards to Business Certified by the Certification Office for Business Inclusion and Diversity - |
| 3     | State Hiring - Number of protected classes being hired, promoted, and retained in state agencies.                            |



| Performance Summary | Green           | Yellow               | Red             |
|---------------------|-----------------|----------------------|-----------------|
|                     | = Target to -5% | = Target -5% to -15% | = Target > -15% |
| Summary Stats:      | 33.33%          | 33.33%               | 33.33%          |

|        |   |
|--------|---|
| KPM #1 | Customer Satisfaction - Percent of participants (customers) who rate the Regional Solutions process very good to excellent. |
|        | Data Collection Period: Jan 01 - Dec 31   |



| Report Year                        | 2013    | 2014   | 2015    | 2016   | 2017   |
|------------------------------------|---------|--------|---------|--------|--------|
| <b>Timeliness</b>                  |         |        |         |        |        |
| Actual                             | No Data | 89.70% | No Data | 91.60% | 91.60% |
| Target                             | TBD     | 90%    | TBD     | 90%    | 90%    |
| <b>Overall</b>                     |         |        |         |        |        |
| Actual                             | No Data | 87.90% | No Data | 91.60% | 91.60% |
| Target                             | TBD     | 90%    | TBD     | 90%    | 90%    |
| <b>Helpfulness</b>                 |         |        |         |        |        |
| Actual                             | No Data | 89.10% | No Data | 89.60% | 89.60% |
| Target                             | TBD     | 90%    | TBD     | 90%    | 90%    |
| <b>Availability of Information</b> |         |        |         |        |        |
| Actual                             | No Data | 86.20% | No Data | 87.70% | 87.70% |
| Target                             | TBD     | 90%    | TBD     | 90%    | 90%    |
| <b>Accuracy</b>                    |         |        |         |        |        |
| Actual                             | No Data | 88.60% | No Data | 92%    | 92%    |
| Target                             | TBD     | 90%    | TBD     | 90%    | 90%    |
| <b>Expertise</b>                   |         |        |         |        |        |
| Actual                             | No Data | 92%    | No Data | 91.80% | 91.80% |
| Target                             | TBD     | 90%    | TBD     | 90%    | 90%    |

How Are We Doing

**Goal:** Improve the quality and efficiency of delivering state services to local governments and businesses.

**Oregon Context:** OBM 35 - Public Management and Regional Solutions Mission

**Data Source:** The Governor's Regional Solutions Office conducts a customer satisfaction survey on a biennial basis. The 2016 Customer Satisfaction Survey was developed following the DAS Recommended Statewide Customer Service Performance Measure Guidelines. The Governor's Office used SurveyMonkey.com to collect and analyze the results. The Regional Solutions Office maintains copies of the raw survey results. A final report detailing the survey methodology and findings was prepared by and is available from the Regional Solutions Office.

**Owner:** Lisa Howard, Intergovernmental Coordinator

Every two years the Governor's office conducts a survey in order to assess its performance in meeting the customer satisfaction measure for Regional Solutions. The survey assesses services provided by the Regional Solutions Centers' coordinators and state agency team members. For 2016, the survey was conducted from May 2, 2016 through May 31, 2016.

The Regional Solutions KPM target is set at 90% to serve as a motivator for continually improving state agency service delivery to local jurisdictions and businesses. The survey measures how close Regional Solutions is to that 90% target for overall customer service and five specific areas of service (Timeliness, Accuracy, Helpfulness, Expertise, and Availability of Information), as per the DAS Guidelines for customer satisfaction surveys.

The 2016 survey revealed that Regional Solutions continues to improve upon a high quality of customer service, as evidenced by the percentage of respondents rating Regional Solutions service as "Excellent to Good." The Regional Solutions program met or exceeded the 90% target in all but one area, and the 2016 results show an upward trend from 2014.

Two open ended questions were included in the 2016 survey. The data collected in the responses were quite useful. Comments addressed how the Regional Solutions program adds value to the work of organizations, as well as general feedback about the program and recommendations for improvement.

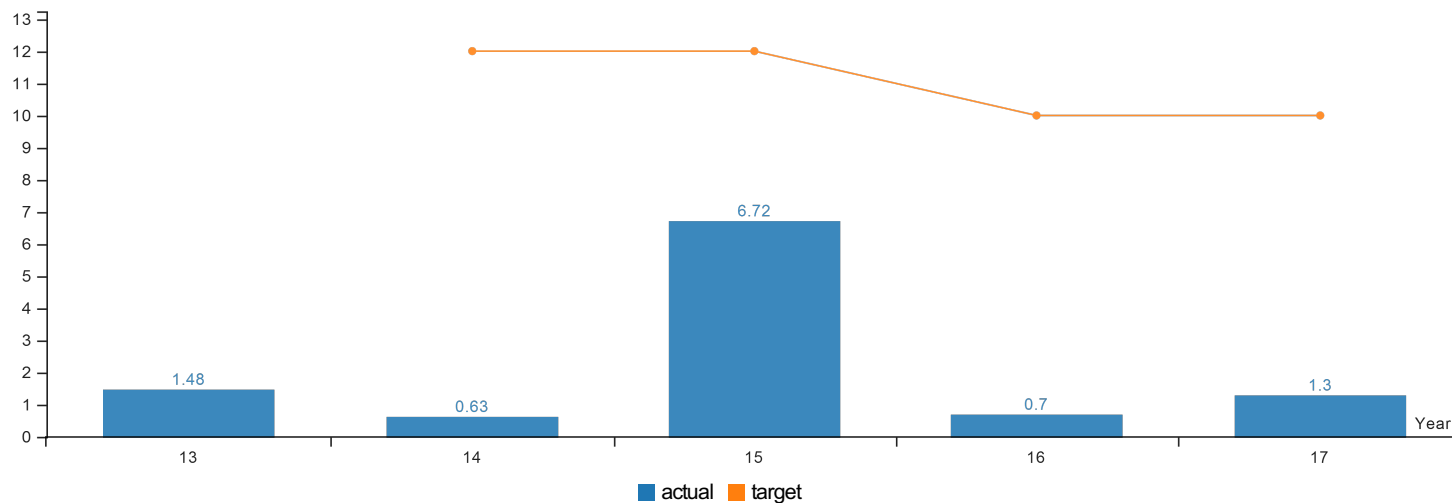
#### **Factors Affecting Results**

There are a number of factors that impact the Regional Solutions approach and the work of the Regional Solutions team members. For the most part, Regional Solutions is asked to become engaged in local projects that are complex, and many of these projects have long-standing issues that are beyond the scope of traditional state agency processes. The high customer service ratings may be influenced by the fact that the coordinators and state agency participants in Regional Solutions often play a key role in facilitating resolutions to tough issues and, in some instances, bringing a project that has run into problems to a successful conclusion. The high ratings may also reflect how the teams often work with local partners on an extended, concerted basis to get a problem addressed for the community or region.

The Regional Solutions program faces a high demand for its services compared to its limited resources. The teams must constantly balance the need to work with particular communities to move high priority projects forward, while trying to be available for all communities that request assistance. In addition, they must be flexible to respond to the widely varying capacity of partners to work on economic and community development, i.e., depending on jurisdiction size, resources, and related factors.

|        |  |
|--------|--|
| KPM #2 | Percentage of State Contract Awards to Business Certified by the Certification Office for Business Inclusion and Diversity - |
|        | Data Collection Period: Jul 01 - Jun 30  |

\* Upward Trend = positive result



| Report Year  | 2013  | 2014  | 2015  | 2016  | 2017  |
|--------------|-------|-------|-------|-------|-------|
| Metric Value |       |       |       |       |       |
| Actual       | 1.48% | 0.63% | 6.72% | 0.70% | 1.30% |
| Target       | TBD   | 12%   | 12%   | 10%   | 10%   |

### How Are We Doing

**Goal:** To increase utilization of COBID Certified Firms, increase the number of COBID Certified Firms, and ensure state government is actively engaged with small business communities in all regions of the state to provide education, consultation, and support services to such businesses.

**Oregon Context:** This measure aligns with the Governor's priority for equity in public contracting and a thriving statewide economy.

**Data Source:** Department of Administrative Services, Small Business Programs and Policy; Business Oregon, Certification Office of Business Inclusion and Diversity

**Owner:** Serena Stoudamire Wesley, Director, Office of Diversity, Equity and Inclusion/Affirmative Action

**TARGET:** Executive Order 12-03 directs 21 state agencies, and encourages all agencies, to establish aspirational targets for contract awards to certified COBID businesses and report quarterly results to our office. The current established target in the ten year plan is 10%.

### HOW WE ARE DOING (Past Reporting)

| Year* | Total Contracts Awarded | MBE/WBE Contracts Awarded | Reporting Agencies | Awarding Agencies | % Awarded to MBE/WBE |
|-------|-------------------------|---------------------------|--------------------|-------------------|----------------------|
| 2010  | \$2,364,842,100         | \$9,483,610               | 20                 | 13                | 0.40%                |
| 2011  | \$4,022,078,546         | \$37,942,206              | 19                 | 15                | 0.94%                |
| 2012  | \$2,019,619,620         | \$15,466,373              | 19                 | 13                | 0.77%                |
| 2013  | \$2,266,145,273         | \$33,527,609              | 19                 | 16                | 1.48%                |
| 2014  | \$1,800,310,667         | \$11,405,952              | 18                 | 14                | 0.63                 |
| 2015  | \$1,374,624,597         | \$92,400,731              | 19                 | 17                | 6.72%                |
| 2016  | \$4,162,838,043         | \$29,180,024              | 18                 | 16                | 0.70%                |

\*Fiscal year, ending June 30 of year listed.

#### COBID Vendor Sub Contracts for Statewide Price Agreements

| PA # | Vendor                              | COBID        | Total              | % COBID |
|------|-------------------------------------|--------------|--------------------|---------|
| 1409 | Fastenal                            | \$367,850.52 | \$241,745,375.07   | 0.15%   |
| 0483 | Covendis (#awards)                  | 11           | 81                 | 13.58%  |
| 0483 | Covendis (award value)              | \$910,024.00 | \$8,864,238.00     | 10.27%  |
| 1408 | Grainger (Blue Ribbon = COBID part) | \$370,832.25 | \$1,013,951,382.60 | 0.04%   |
| 1407 | North Coast Electric                | \$826,042.54 | \$28,009,881.04    | 2.95%   |

#### HOW WE ARE DOING (Current Reporting)

##### Data used:

- ORPIN original contracts issued by state government Q3 2009 – Q2 2017 (FY 2010 - 2017)
- COBID directory 9/26/17 (3755 vendors for FY2017, used directory of 8/24/16 with 3428 vendors listed for previous FY's )

##### Filtering of ORPIN data for:

- Contracts with value > \$5K (Q3 '09 – Q4 '14)>\$10K (FY 2017)
- Contracts issued by state agencies
- Contracts applicable for COBID businesses, filtering out:
  - Inter government agreements
  - Sale by agency of supplies and services
  - Work orders
  - Qualified Rehabilitation Facility (QRF) contracts
  - Contracts awarded to non-profits (non-profit list last updated 9/1/17 for FY 2017, used list of 2016 for all other FY's)
  - Statewide PA's (removed Price Agreements and contracts marked as statewide)

##### Reporting contract values:

- Report total award/spend value for the fiscal year the contract was issued

##### Results:

Table 1. Results from analysis performed 9/27/17

| FY   | Total Contracts Awarded | COBID Contracts Awarded | Reporting Agencies | Awarding Agencies | % Awarded to COBID |
|------|-------------------------|-------------------------|--------------------|-------------------|--------------------|
| 2010 | \$ 1,644,255,266.00     | \$ 9,396,071.00         | 37                 | 20                | 0.6%               |
| 2011 | \$ 3,929,150,253.00     | \$ 39,425,072.00        | 35                 | 26                | 1.0%               |
| 2012 | \$ 1,770,200,609.00     | \$ 21,446,766.00        | 36                 | 20                | 1.2%               |
| 2013 | \$ 2,099,222,928.00     | \$ 36,147,065.00        | 34                 | 22                | 1.7%               |
| 2014 | \$ 1,758,035,190.00     | \$ 12,762,419.00        | 32                 | 19                | 0.7%               |
| 2015 | \$ 2,855,051,377.20     | \$ 94,423,195.00        | 33                 | 23                | 3.3%               |
| 2016 | \$ 4,178,055,231.08     | \$ 29,408,719.00        | 34                 | 22                | 0.7%               |
| 2017 | \$ 2,347,725,162.58     | \$ 30,721,868.00        | 35                 | 24                | 1.3%               |

Table 2. Spend on statewide PA's which use COBID vendors for FY 2017

| PA   | Vendor                | COBID           | Total           | %COBID |
|------|-----------------------|-----------------|-----------------|--------|
| 0483 | Covendis              | \$ 1,550,088.71 | \$ 7,049,313.56 | 22%    |
| 1408 | Grainger              | \$ 383,674.49   | \$ 7,254,986.82 | 5%     |
| 1407 | North Coast Electric* |                 |                 |        |
| 1409 | Fastenal*             |                 |                 |        |

\*Diversity reports requested on 9/27/17, not expected to receive reports in time for this KPM.

#### COBID CERTIFIED FIRM DATA

Provided by Business Oregon, COBID

| Ethnicity/Gender | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 to date |
|------------------|------|------|------|------|------|------|------|--------------|
|------------------|------|------|------|------|------|------|------|--------------|

|  |             |             |             |             |             |             |             |             |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
|  |             |             |             |             |             |             |             |             |
| <b>African American (Male)</b>         | 87          | 105         | 135         | 142         | 157         | 180         | 194         | 204         |
| <b>African American (Female)</b>       | 26          | 37          | 50          | 57          | 64          | 81          | 93          | 107         |
| <b>Asian Pacific (Male)</b>            | 58          | 70          | 86          | 87          | 85          | 92          | 92          | 103         |
| <b>Asian Pacific (Female)</b>          | 42          | 53          | 69          | 74          | 79          | 89          | 92          | 107         |
| <b>Caucasian (Male)</b>                | 690         | 844         | 1085        | 1170        | 1150        | 1212        | 1187        | 1257        |
| <b>Caucasian (Female)</b>              | 799         | 942         | 1158        | 1227        | 1233        | 1328        | 1359        | 1437        |
| <b>Hispanic (Male)</b>                 | 124         | 155         | 201         | 217         | 203         | 208         | 210         | 228         |
| <b>Hispanic (Female)</b>               | 43          | 57          | 67          | 77          | 78          | 93          | 103         | 110         |
| <b>Native American (Male)</b>          | 48          | 59          | 80          | 79          | 76          | 79          | 73          | 78          |
| <b>Native American (Female)</b>        | 20          | 27          | 33          | 36          | 33          | 33          | 31          | 34          |
| <b>Subcontinent Asian (Male)</b>       | 30          | 35          | 42          | 46          | 48          | 49          | 51          | 55          |
| <b>Subcontinent Asian (Female)</b>     | 12          | 12          | 14          | 17          | 19          | 21          | 23          | 25          |
| <b>Other (Male)</b>                    | 5           | 6           | 6           | 5           | 2           | 1           | 3           | 4           |
| <b>Other (Female)</b>                  | 0           | 0           | 0           | 0           | 0           | 0           | 1           | 2           |
| <b>Unknown (Male)</b>                  | 22          | 23          | 31          | 26          | 7           | 4           | 1           | 3           |
| <b>Unknown (Female)</b>                | 0           | 1           | 1           | 1           | 1           | 0           | 0           | 0           |
| <b>Total Number of Certified Firms</b> | <b>2006</b> | <b>2426</b> | <b>3058</b> | <b>3261</b> | <b>3235</b> | <b>3470</b> | <b>3513</b> | <b>3754</b> |



| New Applications Received | 2010               | 2011 | 2012 | 2013       | 2014       | 2015       | 2016       | 2017 to date |
|---------------------------|--------------------|------|------|------------|------------|------------|------------|--------------|
|                           |                    |      |      |            |            |            |            |              |
| ACDBE                     |                    |      |      |            | 34         | 40         | 27         | 33           |
| DBE                       |                    |      |      | 95         | 119        | 115        | 94         | 49           |
| MBE                       | Data Not Available |      |      | 140        | 149        | 135        | 146        | 122          |
| WBE                       |                    |      |      | 267        | 223        | 249        | 273        | 202          |
| SDV                       |                    |      |      |            |            | 2          | 29         | 20           |
| ESB                       |                    |      |      | 392        | 455        | 440        | 419        | 327          |
| <b>Totals</b>             |                    |      |      | <b>894</b> | <b>980</b> | <b>981</b> | <b>988</b> | <b>753</b>   |

| Graduating Firms       | 2010               | 2011 | 2012 | 2013     | 2014      | 2015      | 2016      | 2017 to date |
|------------------------|--------------------|------|------|----------|-----------|-----------|-----------|--------------|
|                        |                    |      |      |          |           |           |           |              |
| M/WBE                  |                    |      |      |          | 2         |           | 1         | 1            |
| MBE                    |                    |      |      |          | 3         | 8         | 5         | 3            |
| WBE                    | Data Not Available |      |      |          | 2         | 1         | 3         | 5            |
| ESB (Minority)         |                    |      |      | 1        | 2         |           | 1         | 3            |
| ESB (Caucasian Female) |                    |      |      |          | 7         | 7         | 4         | 10           |
| ESB (Caucasian Male)   |                    |      |      | 5        | 16        | 18        | 11        | 13           |
| Unknown                |                    |      |      |          | 1         |           |           |              |
| <b>Totals</b>          |                    |      |      | <b>6</b> | <b>33</b> | <b>34</b> | <b>25</b> | <b>35</b>    |

#### Factors Affecting Results

For 2010 to 2014, contract award data was collected for \$5K and up; for 2015 and 2016, contract award data methodology was changed to \$10K and up.

We could not locate the data sorting parameters from previous KPM reports. Data from the 46,786 ORPIN contracts, 2010 to present, were filtered down to 16,051 contracts by DAS using the following filters to ensure comparisons year to year were as consistent as possible:

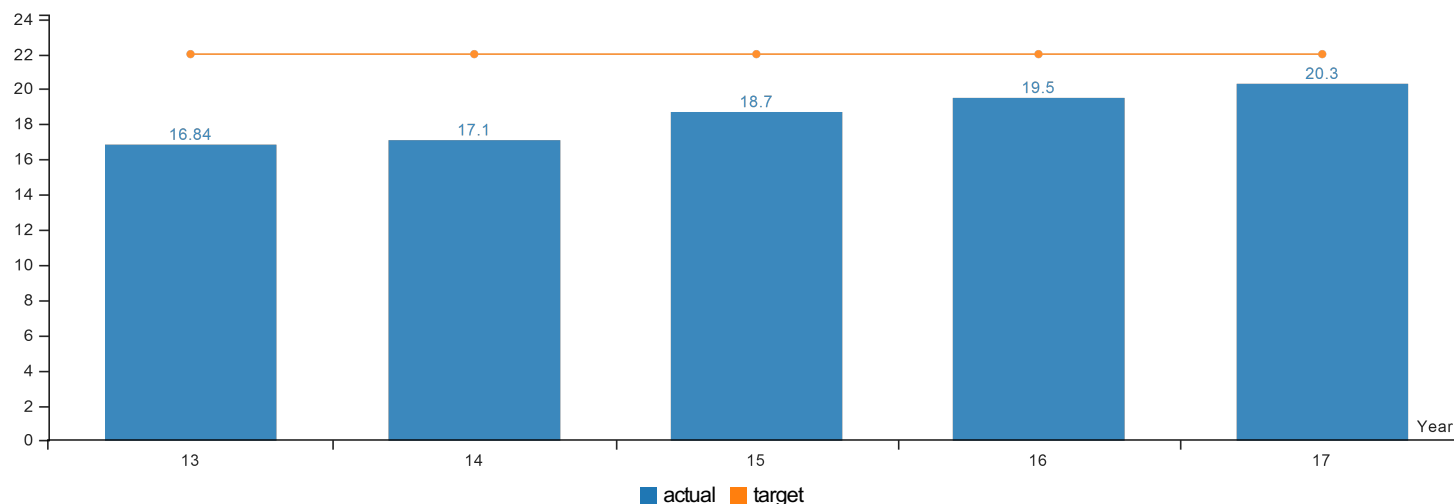
- Contracts with value greater than \$5K (thru 2014) and value greater than \$10K (2015 and 2016)
- Contracts issued by 21 agencies identified in Executive Order 12-03
- Contracts with data on award value and amount spent
- Contracts applicable for COBID businesses, filtering out:
  - Intergovernmental agreements

- Sale by agency of supplies and services
- Work orders
- Qualified rehabilitation facility (QRF) contracts
- Contracts awarded to non-profits

Data from subcontracting is not reported in the COBID contract values but are significant. The table shows a snapshot of data from price agreement contractors that use COBID certified vendors as subcontractors. Adding this data into future reporting will better reflect the contracting dollars going to COBID certified contractors.

|        |   |
|--------|---|
| KPM #3 | State Hiring - Number of protected classes being hired, promoted, and retained in state agencies. |
|        | Data Collection Period: Jul 01 - Jun 30   |

\* Upward Trend = positive result



| Report Year  | 2013   | 2014   | 2015   | 2016   | 2017   |
|--|--------|--------|--------|--------|--------|
| <b>Percentage of Race and Disabled in the State Work Force</b> |        |        |        |        |        |
| Actual   | 16.84% | 17.10% | 18.70% | 19.50% | 20.30% |
| Target   | 22%    | 22%    | 22%    | 22%    | 22%    |

### How Are We Doing

**Goal:** To create and sustain a diverse state workforce that is representative of the state's population demographics.

**Oregon Context:** This measure aligns with the Governor's priority for embedding diversity and inclusion into the workforce policy agenda and the state's service delivery system.

**Data Source:** Department of Administrative Services, Chief Human Resources Office: Statewide workforce data; US Census (<https://www.census.gov/quickfacts/table/PST045215/41,00>)

**Owner:** Serena Stoudamire Wesley, Director, Office of Diversity, Equity and Inclusion/Affirmative Action

**TARGET:** Align workforce demographic representation with the census labor-ready demographics in Oregon for Title VII protected classes through affirmative action plan implementation for recruitment, retention, and promotion.

### HOW WE ARE DOING

2014: Women – 18274 (54%); Men – 15527 (46%); People of Color – 4917 (14.5%); People with Disabilities – 880 (2.6%); Total employees – 33801\*

2015: Women – 21588 (52.8%); Men - 19280 (47.2%); People of Color – 6363 (15.6%); People with Disabilities – 1253 (3.1%); Total employees – 40879

2016: Women – 22098 (52.9%); Men – 19664 (47.1%); People of Color – 6912 (16.6%); People with Disabilities – 1217 (2.9%); Total employees – 41762

2017: Women – 23388 (54.6%); Men – 19413 (45.3%); People of Color – 7252 (16.9%); People with Disabilities – 1457 (3.4%); Total employees – 42801\*\*

2016 US Census Quick Facts for Oregon, total population estimates:

Women 50.5%; Men 49.5%; People of Color 28.4%; People with disabilities 10.2%; total population 4,093,465.

Oregon Population between ages 18 and 65: 60.4% or 2,480,639.

#### **Factors Affecting Results**

- \*The data from 2014 were sorted using factors that were not delineated in previous KPM reports; the total number of employees is skewed by the addition of a class(-es) within the executive branch employment numbers but the percentages are reasonably comparable.
- The total number of employees is based on the Executive branch agencies only. Exempt and temporary positions are not included, although the percentages were nearly identical when they were. The gender proportions are consistent with overall state demographics in which slightly over half of all Oregonians are female. There is an upward trend for employment numbers for people of color with an 8% employment increase as of January 2017. There is a 33% employment increase in employees who identify as “Two or More Races”, the highest employment increase in any demographic this biennium (at the time of this reporting). However, those who identify People with Disabilities (PWD) have seen employment numbers decrease almost every year (numbers were identical from 2014-2015) for the past decade. Veteran/Military Retiree hires have increased almost every year (slight decrease from 2014-2015) in the past decade.
- \*\*The 2017 data covers numbers spanning from January 2016 to December 2016; specifically the second half of FY16 through the first half of FY 17. The numbers within this KPM representing all categories juxtaposed with current Department of Administration data may vary from year to year.